02/18/2015

MC311 & Customer Service Excellence—Governance Review

Exploring practical next steps for ensuring that the County is fully leveraging MC311 for continuous improvement in customer service excellence

MONTGOMERY COUNTY MARYLAND 1776

CountyStat

CountyStat Principles

- Require data-driven performance
- Promote strategic governance
- Increase government transparency
- Foster a culture of accountability

Desired Outcome

Ensure that the County is fully utilizing and leveraging MC311 for continuous improvement in customer service excellence—by focusing on practical, no-cost/low-cost next steps

Today's meeting will evaluate MC311 as a system rather than the MC311 performance of individual departments. Generalized findings in this presentation will inform CountyStat's work with departments moving forward.

Agenda

- **Background**
  - SLA performance, vision, and pain points
- **Focus Area 1: Governance (Policy)**
  - Analysis: Bypassing methods, existing policy, benchmarking
  - Follow-up Items: Clarifying guidance and governance process
- **Focus Area 2—Integration (Technology)**
  - Analysis: System integration challenges and opportunities
  - Follow-up Items: Prioritizing MC311 on county homepage
- **Focus Area 3—Communication and Collaboration (People)**
  - Analysis: Need for—and methods—of collaboration
  - Follow-up Items: Internal satisfaction and external marketing
- **Next Steps: Process for Continuous Improvement (Process)**

Context and Introduction

BACKGROUND

MC311 by the Numbers

2,500,000
customer requests

3,300
services & info items

1
MC311

152,400
online requests

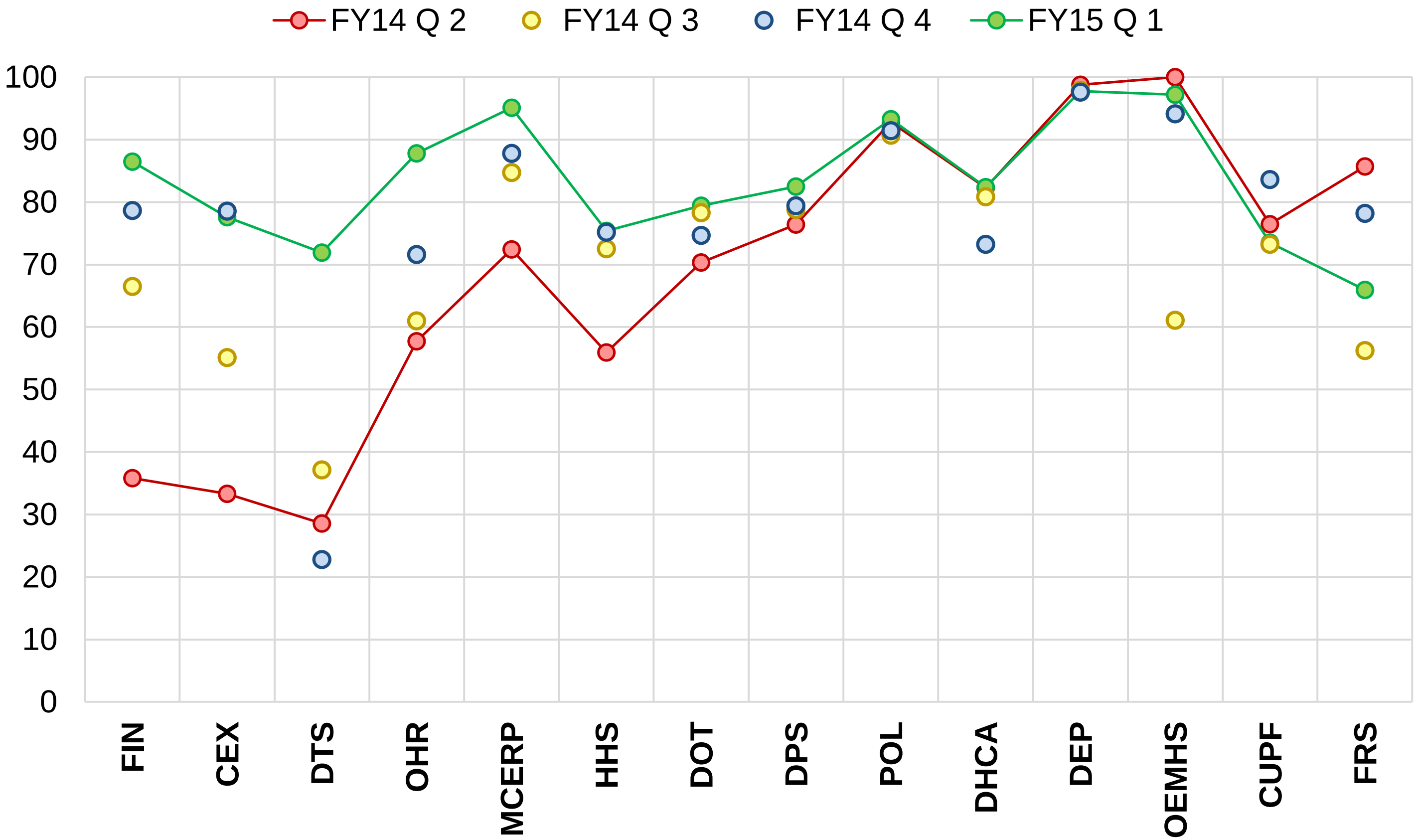
[integrates]

13,000
phone numbers

37
departments

10,000
email addresses

SLA performance has improved significantly in 2014



Most improved: FIN, CEX, DTS, OHR
Top 8: DEP, DOT, DPS, DHCA, FIN, POL, HHS, OHR
SR Share: About 28% of MC311 Intake is SR (73% for DEP, and 62% for DHCA)

Includes all departments with > 25 SR's per quarter, excludes non-MCG

Context

MC311 SLA performance has noticeably improved across departments in CY14—enabling departments to focus on lagging SLAs moving forward

Customer satisfaction has risen over the past year: in Dec-Jan timeframe, overall satisfaction stands at 90.5% for web and 77.5% for phone

CountyStat's experience with MC311 suggests that remaining issues are as much about perception as reality

Most of the low hanging fruit has been picked; future improvements will often require complex trade-offs and time-consuming, coordinated implementation, rather than easy one-off decisions

MC311 Vision: What the County set out to do…

"Develop a 'one-stop' phone number for all government non-emergency: information and referral, requests for service, and status requests"

Desired Benefits for Residents

Eliminate the need for citizens to understand Government organization

Minimize call referrals and transfer

Provide service request tracking and traceability

Enhance self-service through user friendly website

Additional goal: cost-savings by steering residents to "least expensive channels" and consolidating call centers.

Current pain points

1

While much progress has been made, some County programs and intake channels have not fully integrated MC311 into their day-to-day operations in an effective way.

2

Many systems continue exist in parallel—and are often only loosely integrated, in part because MC311 CRM remains largely an intake-only system, creating opportunities for “bypassing.”

3

Perceptions and complaints must continue to be proactively managed to further improve buy-in and customer satisfaction.

From problems to solutions: how do we “close the loop” and reduce “bypassing”?

1. Put in place a policy against which to evaluate non-MC311 intake—with performance standards and rules of consistency with MC311

2. Improve system integration and guide web traffic through MC311

3. Enhance internal communication to improve buy-in—and external marketing to raise awareness of MC311

Focus Area 1—Policy

GOVERNANCE OF NON-MC311 CHANNELS

Non-MC311 Intake and "Bypassing": What should the policy be moving forward?

- **The goal of 311 systems is to provide residents with a single phone number for any and all government services.**
  - Does this imply eliminating all other intake channels? Different jurisdictions take different approaches.

- **Original policy in Montgomery County: MC311 to subsume ALL "non-emergency services."**
  - Phase 1 implementation successfully subsumed ~35 hotlines and departmental channels, followed by incremental additions
  - Many of the remaining non-MC311 lines may meet the original criteria ("non-emergency"), but most can offer a compelling justification for their parallel existence that will need to be weighed against the expected benefits from potential streamlining

To what extent, if any, do we need to revisit or tweak the policies that were set out in the original MC311 strategy and move to a governance model that is less "black and white"?

Lessons from other 311 Systems

CountyStat examined 10 other 311 systems to assess opportunities for improvement: Albuquerque, Baltimore, Chicago, DC, LA, NYC, Philadelphia, SF, Toronto, and Vancouver.

Finding: Only Vancouver, New York, and Toronto appear to have undergone a comprehensive, concerted effort to eliminate non-311 numbers from departmental websites

High frequency customer-facing departments

Opportunity for further streamlining/ consolidating online intake and for closer integration with case management systems.

Health department

Always have own dedicated lines (often more consolidated), but opportunity for further MC311 integration in some areas, including online intake.

Public Safety

Opportunity for greater use of SR's and online intake for non-emergency services.

Facilities-based departments

Typically poorly integrated into 311—residents often seek direct access to library branches, pools, parks, etc.

Internally focused departments

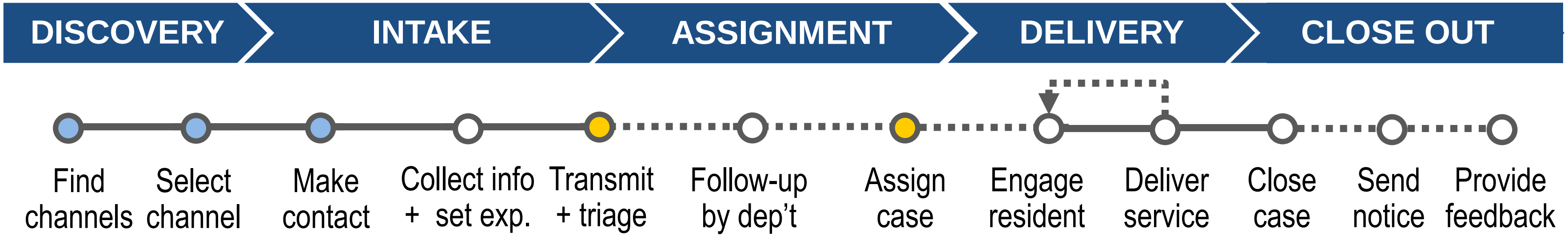
Very common to have a standalone HR, IT, and General Services / Fleet hotline.

Small departments

Typically have own lines, but CRM can present an opportunity for process realignment and more robust intake (incl. online services).

MC311 is more integrated than most; however, leading 311 systems offer a few lessons that the County can learn from

External Bypassing: Driven by Outside Actors


DISCOVERY
INTAKE
ASSIGNMENT
DELIVERY
CLOSE OUT
Find channels
Select channel
Make contact
Collect info + set exp.
Transmit + triage
Follow-up by dep't
Assign case
Engage resident
Deliver service
Close case
Send notice
Provide feedback

BYPASSING BY DEMAND

- **Unadvertised office visits** (DHCA, HHS, etc.)
- **Directly contacting individual staff members**
- **Use of legacy systems** (incl. fax and email)
- **Internal referrals directly to office / staff**
- **Official correspondence** (CEX, Council), often complaints concerning an existing request rather than a “fresh” new one—and relatively small in number

Survey of high-volume departments: Overall, the volume of resident service requests through non-designated channels is fairly small—and not seen as a tremendous burden (i.e. equivalent to processing an “involved” 311 request). As long as these exchanges are documented via a 311 service requests, this is not a major issue.

BYPASSING ABILITY TO ENFORCE

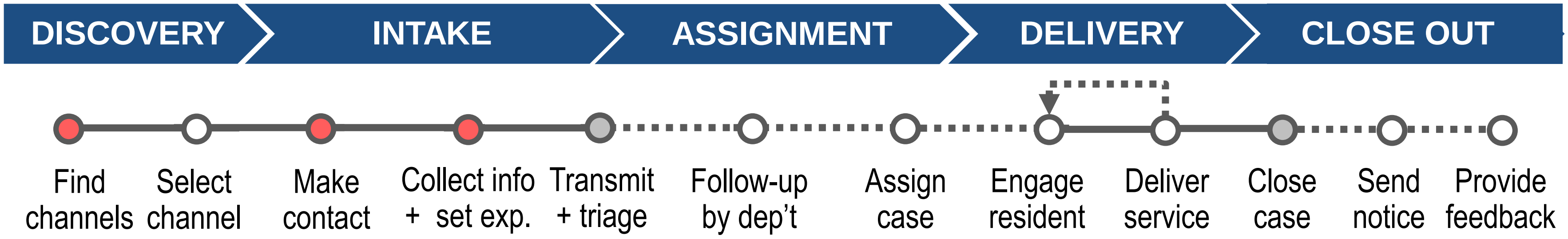
- **State** - State roads, deer, birth cert., etc.
- **Municipalities** - Code enf, solid waste, etc.
- **MCPS** - Schools
- **Council**
- **Courts and Sheriff**
- **HOC**
- **Others**

Residents do not care about jurisdictional divisions, but MC311 is inherently constrained in its ability to “onboard” non-MCG entities.

Roadmap of MC311 Activities:

- Working with SHA to compensate County contractor to pick up deer on select State highways
- Meeting with municipalities this month to explore deeper partnership

Internal Bypassing and Justifications



DISCOVERY
INTAKE
ASSIGNMENT
DELIVERY
CLOSE OUT

Find channels
Select channel
Make contact
Collect info + set exp.
Transmit + triage
Follow-up by dep't
Assign case
Engage resident
Deliver service
Close case
Send notice
Provide feedback

BYPASSING BY DESIGN

- **Emergency + crisis numbers:** POL, FRS, HHS
- **Required by law:** Crisis center ops, noise complaint form, medical assistance, etc.
- **24 hour access:** Crisis Center Ops, Library Renewal Line, DPS IVR, ADRU, DOT 7-5935
- **Weekend / off-hour operations:** DOT 7-ROAD, REC, CUPF 7-2710
- **Confidential information:** HHS health centers, HIV/STD, OCP, HRC, DLC orders
- **Specialized online forms:** DEP Noise, DPS Hansen, various PDF forms
- **Non-emergency dedicated hotlines for branches:** Libraries, HHS, Rec, 777-VOTE—desire for direct line to specific office/location
- **Contractor-managed interactions:** Parking, shuttle services, etc.

BYPASSING TRACKING

- **Hot transfers:** HHS, PIO, CEX, etc.
- **Highly specialized intake systems:** DOT map-based intake apps, DPS Hansen
- **Infrequent intake or lack of capacity for SRs:** CEC, RSC, other small departments
- **Unstructured or individual-based intake processes:** HHS Income Sup, small offices
- **Complex applications:** HHS income support, OHR Benefits add dependent, etc.
- **Complex triage + routing:** HHS, REC, etc.

"Bypassing tracking" occurs when MC311 transfers resident to a department or external form for follow-up action in a way that does not get tracked as a traditional SR due to practical or operational limitations

MC311 On-Boarding Roadmap (1/2)

OPPORTUNITIES

IN PROGRESS

Police animal services: MoU with SHA

Partner portal with Munis: Meeting this month

Department emails: 311 Business Analysts are working with departments on a case by case basis

Department welcome announcements: Offload customers to 311 for general information requests

Case links directly in SR templates: Integration with HANSEN and Munis.

REC: Working to handle a greater % of calls since REC unable to keep up with volume

DGS Fleet: Go from hot transfer to service requests

Income Supports: Include 311 on voicemail messages for main line and personal lines—freeing up time for case managers (SRs instead of voicemails)

DEP Web Store: Ability to request several items currently available at SWS web store (ex: 22-gallon bins) on 311 portal

HHS Immunization: No longer publicizing the Immunization Line; use voicemail message to direct callers to 311

MC311 is actively working with departments to "onboard" more services based on high potential for improved efficiency and customer service

MC311 On-Boarding Roadmap (2/2)

COMPLETED

DHCA Housing Code Enf: Retired online complaints forms; Create SR for all email, fax, walk-in

DEP Solid Waste: Include Bulk and Scrap requests

DEP Environmental: Retired online complaint forms for complaints/ Qs and offer single point of contact

DTS Cable Complaint Office: Retired online complaints forms and no longer advertise phone #

Police Animal Services: Exclusively 311 to take dead animal removal requests; contractor use Seibel in field

MCERP: MC311 agents handle inquiries, reset passwords, etc.

OHR Benefits: Closed email and changed phone #; 311 now single point of contact. OHR formed Customer Care Center to take transfers and emergency calls.

HHS Service Eligibility Unit: 311 information provided on main numbers to offload GI requests.

DHCA Case Link in SR Template: Enables agents and requestor to look up individual cases in case mgmt system with single click

MC311 Can use these experiences to demonstrate benefits:
Higher level of customer service; Reduced cost of transactions; Fewer clicks; Single point of record; and Single point of contact

Governance framework: Principles and conditions

- **The principles governing MC311 can and likely should apply to all of the county's interactions with customers:**

Accountable
- Performance standards
- Transparent data on performance

Responsive
- Timely response
- Do not "fall through cracks"

Efficient
- Cost effective
- No unnecessary touch-points

- **MC311 has built-in systems to protect all three principles. From a governance perspective, it would seem that departmental intake systems that are to coexist with MC311 should be judged by the same principles—i.e.:**

1. Have a sufficiently robust justification in place for maintaining separate intake channels

2. Do not contradict or undermine; but rather complement, leverage, and collaborate with MC311

3. Collect and share evidence to demonstrate the system provides good customer service and meets service standards

Under what conditions can departments advertise non-MC311 intake channels? (1/3) – PRELIMINARY

Justification 1: "Residents require access to my services on off-hours or on the weekends when MC-311 is not operational"

Option: Allow department to advertise departmental line, but only alongside MC311 ("on weekends, please call…" or "for general inquiries, please call MC311") (current example: 7-ROAD)

Qs: Hours on weekends? Reliance on voice mail?

Justification 2: "Customer want to contact our facility/ branch/ pool/ etc. directly to get immediate answers from our staff"

Option 1: Maintain status quo (direct contact and marketing of numbers)

Option 2: Allow and endorse the use of facility-specific numbers, but mandate that support be dependent on their ability to demonstrate effective customer service (i.e. by sharing data) and close collaboration with MC311

Option 3: Fully consume channels within MC-311 and work with departments on frequently updated KBA's; a federated approach for routing complex questions to branches; and system integrations

Case by case

Under what conditions can departments advertise non-MC311 intake channels? (2/3) – PRELIMINARY

Justification 3: “Most callers to my office require special care, a high level of trust, or complex triage that a 311 generalists cannot provide”

Option: Accept this justification, provided that the department (1) directs general requests to 311, includes 311 in their marketing, and actively uses the 311 knowledge base and (2) demonstrates good customer service, cost-effectiveness, and responsiveness

311 is intake and triage only; dep’t needs to be staffed to handle incoming calls

Justification 4: “We require a highly specialized application or intake system; using generic Siebel is not realistic.”

Option 1: Accept this justification, take calls as GI, and enter data into specialized intake system or send caller to website for PDF form / specialized online form

Option 2: Enter data via specialized system but enter a parallel Siebel SR that the department will have to close out as it closes out the ticket in its own intake system

Option 3: Explore tailored Siebel-based solutions, such as a customized data entry form

Depends on system + need. Option 1 most common; “Snow App” uses Option 2.

Under what conditions can departments advertise non-MC311 intake channels? (3/3) – PRELIMINARY

Justification 5: "My department is too small to be able to effectively handle SR's and make use of Siebel"

Option 1: Accept this constraint and avoid sending formal SR's, relying instead on hot/cold transfers

Option 2: Use Siebel as an opportunity for business process re-engineering to improve operational efficiencies

Option 1 makes sense for dept's that receive less than a dozen calls per year

Justification 6: "We expect residents to get in contact with our contractor directly rather than through us—that is what we pay them for"

Option 1: Accept this justification and forward 311 calls to the contractor as needed (triage or GI)

Option 2: Issue SR's to the department for routing to the contractor

Option 3: Bring contracted firm onto Siebel

Case by case—depends on what is feasible. Currently use Option 1 for parking violations. Use Option 3 for deer contractor. Goal: avoid "unnecessary layers."

Policy: Questions and Request Types that MC311 Should NOT Handle (proposed by MC311)

MC311 Should NOT handle **(or use SR for answer w/in 2 hrs)**	**Examples**
In Progress Status Updates	Status of job application, child care services, contract or liquor license
Eligibility or Evaluation	Food stamps, public housing, mental health, etc.
Time Sensitivity	Inspector is late for appointment with resident; customer needs benefits info at doctor's office
Emergent Issues	Reporting a fallen tree on a house, electrical line is down, street is flooding from creek
Strategic Importance	Business owner wants to relocate to County and wants information about tax abatements
Highly Specialized	Information about a pending lawsuit, zoning information
Privacy/HIPAA	Personal medical information or employment records
Low Volume/Rare or Unusual Question	Consumer protection questions, open data rules, etc. (low volume does not warrant transaction cost of training, etc.)

In these cases, MC311 provides routing when called but relies on dept for response; need to avoid adding unnecessary layers

Follow-up Items

- **MC311, CountyStat, and CEX:** Formally establish new guidelines for non-MC311 in-take channels (when okay, when not; roles and responsibilities—See Appendix). Evaluate non-MC311 in-take channels against new criteria and potential MC311 value-add.

- **Non-MC311 in-take channels:** Provide data on performance to ensure they meet county-wide standard for customer service

- **MC311 and CountyStat.** Capture recent successes and best practices for dissemination across departments

Focus Area 2—Technology

INTEGRATION

Customer insights and performance tracking: Where do we stand?

Original MC311 Vision	Status
Provide service request tracking information, from intake to disposition	Largely accomplished, but with room for continuous improvement
Real-time data reporting	
Integrate with CountyStat	
Provide management with information for program resource allocation decisions	
Eliminate multiple, redundant IT systems	Consolidation of call centers and some systems (ex: solid waste), but most departments maintain stand-alone case management systems
Provide a “comprehensive 360 degree view of customer relationship” to capture customer “wants and needs”	MC311 provides insights on needs of customers, but lacks access to more detailed data in department case management systems
Provide clarity into agency performance with visibility into dep’t activities	SLA’s established and tracked across departments, but some service requests bypass MC311—and dep’t case management systems remain “source of truth”

Siebel: contributions and constraints beyond intake

MC311's CRM platform is primarily an intake rather than a case management system, creating a need for system integration and sometimes double entry—as well as opportunities for bypassing

MC311 CRM offers a robust, enterprise-scale solution that can be tailored to provide a wide range of functions, incl. case management (ex: DEP-SWS)

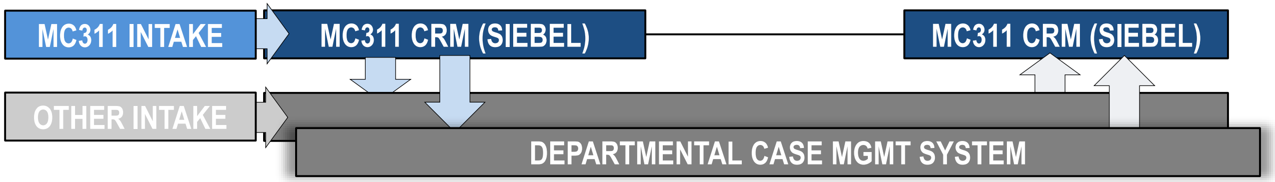
MC311 CRM offers a wealth of information on County service delivery, but departmental case management systems often remain the definitive "source of truth"—some departments have invested heavily in these systems, many function well, and replacing them would be costly

Incorporating additional requirements into Siebel would require significant effort now that MC311 no longer has an experienced system integration team supporting it (post CIP)

The decentralized nature of the County's IT systems portfolio makes it difficult for Siebel to fully capture all of the County's interactions with citizens, although departments make an effort through double entry and light system integration

Integration Strategies

A. Point-by-point integration (Current)



MC311 INTAKE

MC311 CRM (SIEBEL)

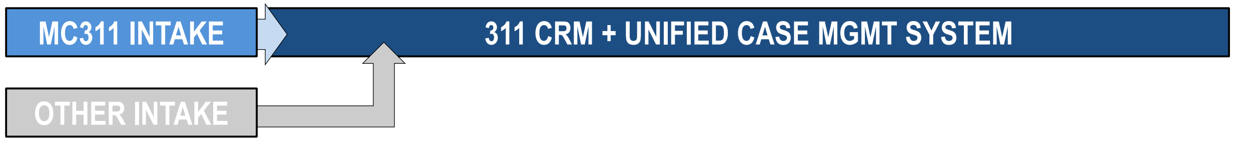
MC311 CRM (SIEBEL)

OTHER INTAKE

DEPARTMENTAL CASE MGMT SYSTEM

No need to migrate well-functioning department systems, lower risk, but data spread across systems, potential for “leakage”, need for double entry

B. Consolidated, end-to-end system (ex: DEP-SWS, Prince George’s County)



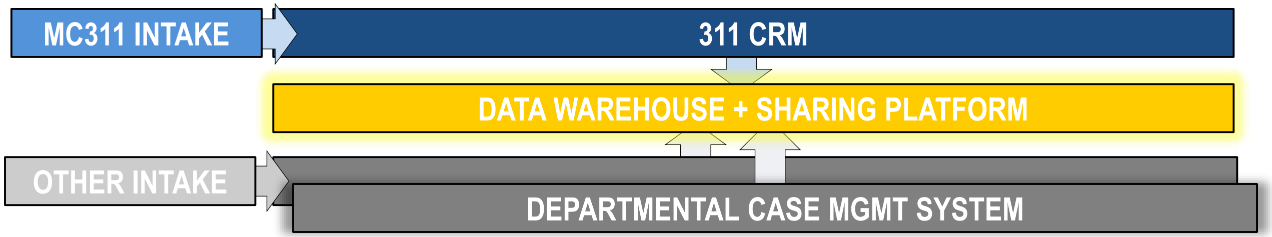
MC311 INTAKE

311 CRM + UNIFIED CASE MGMT SYSTEM

OTHER INTAKE

All data in one place, single license, easier maintenance, standardization, but big migration / change mgmt effort and high risk

C. Central data warehouse (ex: New York City Data Bridge)



MC311 INTAKE

311 CRM

DATA WAREHOUSE + SHARING PLATFORM

OTHER INTAKE

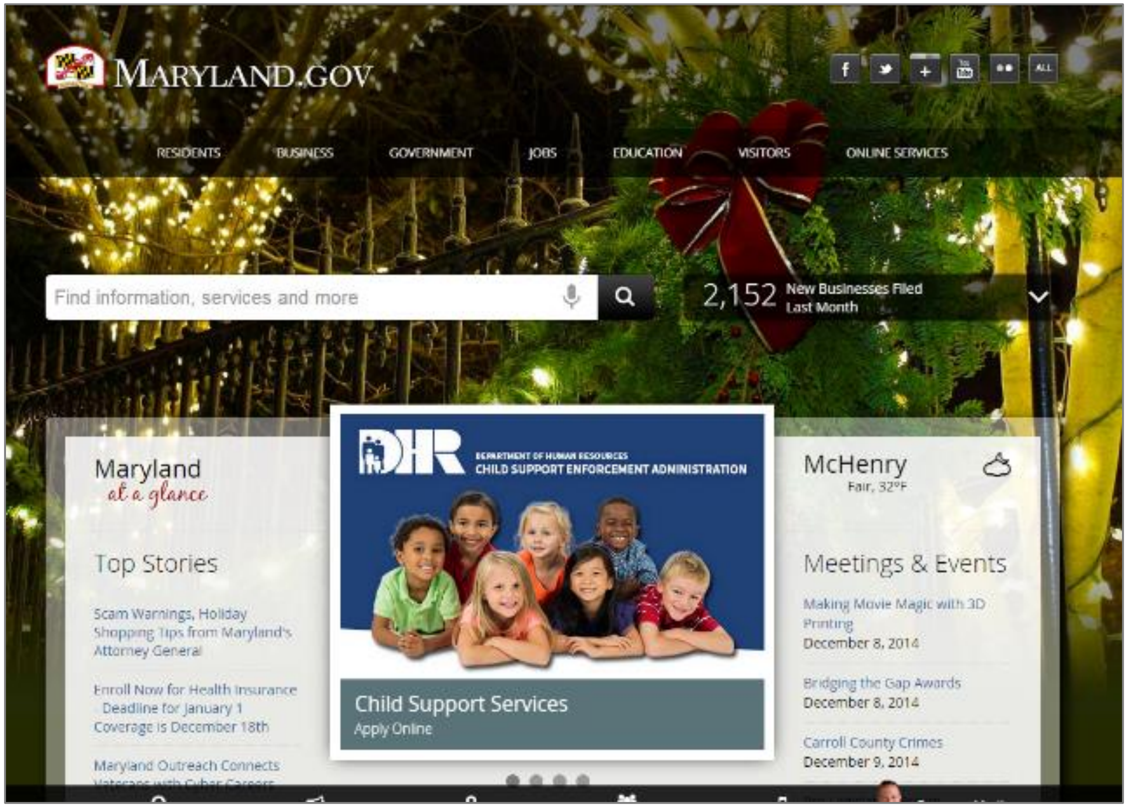
DEPARTMENTAL CASE MGMT SYSTEM

All data in one place, no need to migrate well-functioning department systems, but high cost

MC311 CRM was implemented as an intake system only, which therefore has to be integrated with departmental systems to facilitate the automated flow of SRs. Not all departments are fully integrated (creating a pain-point). Alternative strategies may not be viable at this time as B is often unrealistic in a government of our size and as C is not realistic in the current fiscal environment.

MONTGOMERY COUNTY MARYLAND 1776

“Bypassing the bypassing:” Using planned homepage redesign to steer residents to MC311 online intake


MARYLAND.GOV
RESIDENTS
BUSINESS
GOVERNMENT
JOBS
EDUCATION
VISITORS
ONLINE SERVICES
ALL
Find information, services and more
2,152 New Businesses Filed Last Month
DHR DEPARTMENT OF HUMAN RESOURCES CHILD SUPPORT ENFORCEMENT ADMINISTRATION

Maryland *at a glance*

Top Stories

Scam Warnings, Holiday Shopping Tips from Maryland's Attorney General

Enroll Now for Health Insurance Deadline for January 1 Coverage is December 18th

Maryland Outreach Connects Veterans with Cyber Careers

Child Support Services
Apply Online

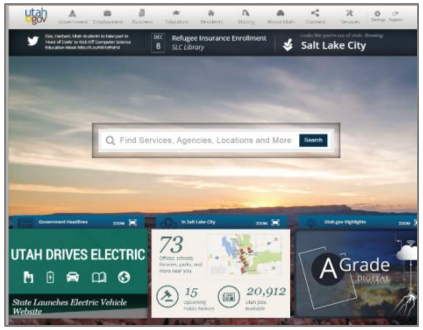
McHenry
Fair, 32°F

Meetings & Events

Making Movie Magic with 3D Printing
December 8, 2014

Bridging the Gap Awards
December 8, 2014

Carroll County Crimes
December 9, 2014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Refugee Insurance Enrollment
SLC Library
Salt Lake City
Find Services, Agencies, Locations and More
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State Launches Electric Vehicle Website
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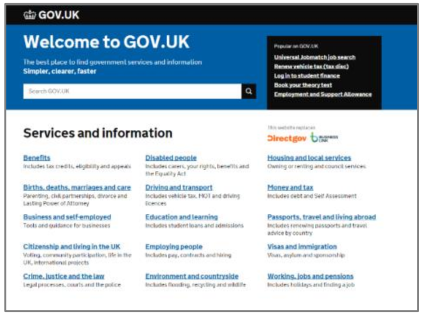
Feedback



Welcome to GOV.UK

The best place to find government services and information
Simpler, clearer, faster

Search GOV.UK

Popular on GOV.UK
- Universal Jobmatch job search
- Renew vehicle tax (tax disc)
- Log in to student finance
- Book your theory test
- Employment and Support Allowance

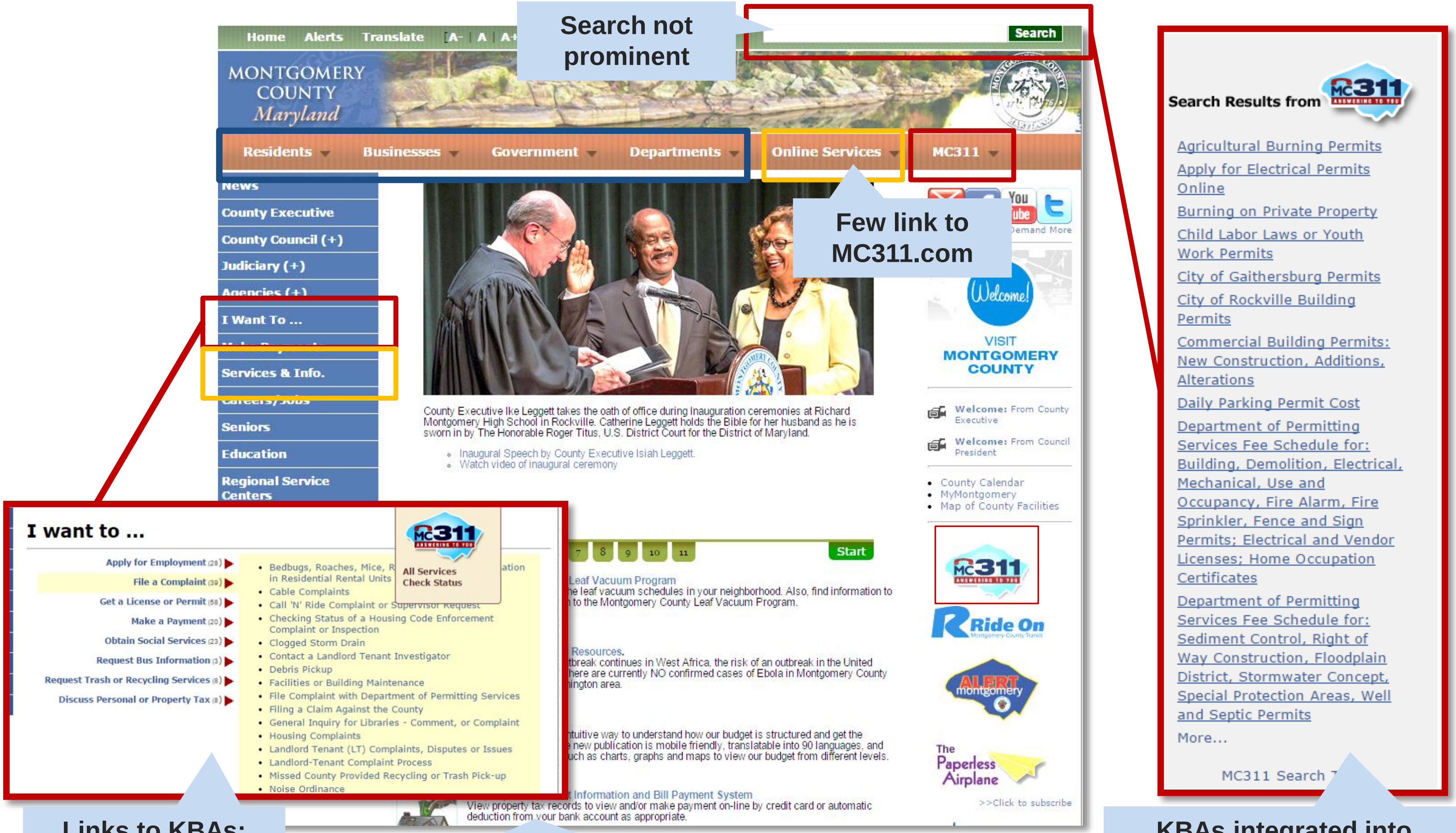
Services and information

This website replaces Directgov Business Link

Benefits Includes tax credits, eligibility and appeals	**Disabled people** Includes carers, your rights, benefits and the Equality Act	**Housing and local services** Owning or renting and council services
Births, deaths, marriages and care Parenting, civil partnerships, divorce and Lasting Power of Attorney	**Driving and transport** Includes vehicle tax, MOT and driving licences	**Money and tax** Includes debt and Self Assessment
Business and self-employed Tools and guidance for businesses	**Education and learning** Includes student loans and admissions	**Passports, travel and living abroad** Includes renewing passports and travel advice by country
Citizenship and living in the UK Voting, community participation, life in the UK, international projects	**Employing people** Includes pay, contracts and hiring	**Visas and immigration** Visas, asylum and sponsorship
Crime, justice and the law Legal processes, courts and the police	**Environment and countryside** Includes flooding, recycling and wildlife	**Working, jobs and pensions** Includes holidays and finding a job

Most modern e-government website redesigns center the site first and foremost around **search and services**—rather than the structure of government or public media releases. DTS supports this vision, which would help drive more resident communications through MC311(.com).

MontgomeryCountyMD.gov as Gateway to MC311



Home
Alerts
Translate
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Search
MONTGOMERY COUNTY Maryland
Residents
Businesses
Government
Departments
Online Services
MC311
News
County Executive
County Council (+)
Judiciary (+)
Agencies (+)
I Want To ...
Services & Info.
Seniors
Education
Regional Service Centers
Demand More
Welcome!
VISIT MONTGOMERY COUNTY
Start
7
8
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10
11
Ride On
Montgomery County Transit
ALERT montgomery
The Paperless Airplane
>>Click to subscribe
All Services
Check Status

County Executive Ike Leggett takes the oath of office during Inauguration ceremonies at Richard Montgomery High School in Rockville. Catherine Leggett holds the Bible for her husband as he is sworn in by The Honorable Roger Titus, U.S. District Court for the District of Maryland.

- Inaugural Speech by County Executive Isiah Leggett.
- Watch video of inaugural ceremony

Welcome: From County Executive

Welcome: From Council President

- County Calendar
- MyMontgomery
- Map of County Facilities

Leaf Vacuum Program
he leaf vacuum schedules in your neighborhood. Also, find information to
to the Montgomery County Leaf Vacuum Program.

Resources.
tbreak continues in West Africa, the risk of an outbreak in the United
here are currently NO confirmed cases of Ebola in Montgomery County
ington area.

tuitive way to understand how our budget is structured and get the
new publication is mobile friendly, translatable into 90 languages, and
uch as charts, graphs and maps to view our budget from different levels.

Information and Bill Payment System
View property tax records to view and/or make payment on-line by credit card or automatic deduction from your bank account as appropriate.

I want to ...

- Apply for Employment (28)
- File a Complaint (39)
- Get a License or Permit (58)
- Make a Payment (20)
- Obtain Social Services (23)
- Request Bus Information (3)
- Request Trash or Recycling Services (8)
- Discuss Personal or Property Tax (8)

- Bedbugs, Roaches, Mice, R ation in Residential Rental Units
- Cable Complaints
- Call 'N' Ride Complaint or Supervisor Request
- Checking Status of a Housing Code Enforcement Complaint or Inspection
- Clogged Storm Drain
- Contact a Landlord Tenant Investigator
- Debris Pickup
- Facilities or Building Maintenance
- File Complaint with Department of Permitting Services
- Filing a Claim Against the County
- General Inquiry for Libraries - Comment, or Complaint
- Housing Complaints
- Landlord Tenant (LT) Complaints, Disputes or Issues
- Landlord-Tenant Complaint Process
- Missed County Provided Recycling or Trash Pick-up
- Noise Ordinance

Search Results from MC311

- Agricultural Burning Permits
- Apply for Electrical Permits Online
- Burning on Private Property
- Child Labor Laws or Youth Work Permits
- City of Gaithersburg Permits
- City of Rockville Building Permits
- Commercial Building Permits: New Construction, Additions, Alterations
- Daily Parking Permit Cost
- Department of Permitting Services Fee Schedule for: Building, Demolition, Electrical, Mechanical, Use and Occupancy, Fire Alarm, Fire Sprinkler, Fence and Sign Permits; Electrical and Vendor Licenses; Home Occupation Certificates
- Department of Permitting Services Fee Schedule for: Sediment Control, Right of Way Construction, Floodplain District, Stormwater Concept, Special Protection Areas, Well and Septic Permits

More...

MC311 Search

Search not prominent

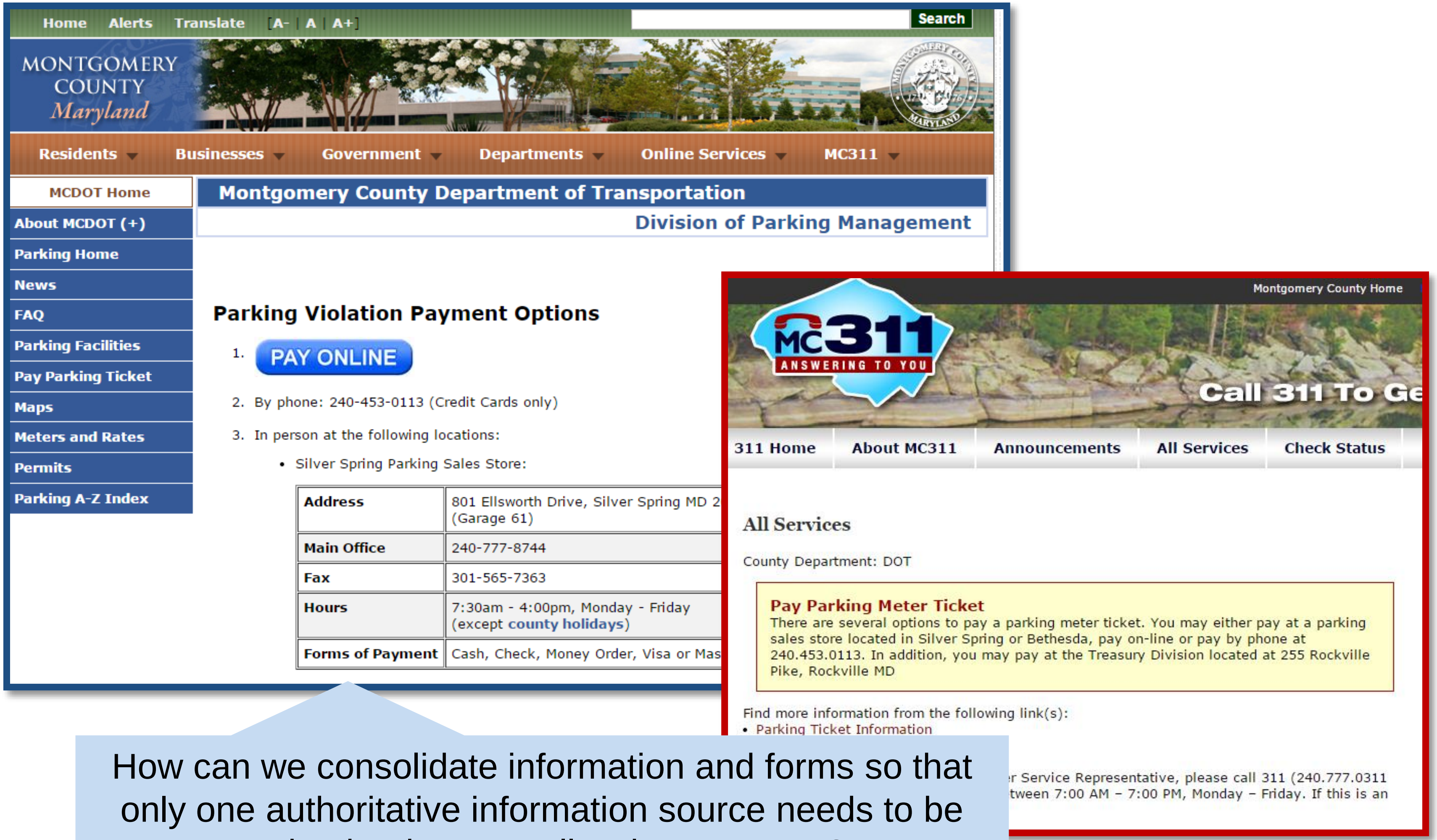
Few link to MC311.com

Links to KBAs; Best practice, but link not prominent

KBAs integrated into search; potential for improving search results

PIO has control over homepage, presenting opportunity to further route traffic through MC311 (online and phone)

Move from duplication of effort to reuse


Home
Alerts
Translate
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MONTGOMERY COUNTY Maryland
Residents
Businesses
Government
Departments
Online Services
MC311
MCDOT Home
About MCDOT (+)
Parking Home
News
FAQ
Parking Facilities
Pay Parking Ticket
Maps
Meters and Rates
Permits
Parking A-Z Index
PAY ONLINE
Montgomery County Home
MC311 ANSWERING TO YOU
Call 311 To Ge
311 Home
About MC311
Announcements
All Services
Check Status

Montgomery County Department of Transportation

Division of Parking Management

Parking Violation Payment Options

1. PAY ONLINE
2. By phone: 240-453-0113 (Credit Cards only)
3. In person at the following locations:
   - Silver Spring Parking Sales Store:

Address	801 Ellsworth Drive, Silver Spring MD 2 (Garage 61)
Main Office	240-777-8744
Fax	301-565-7363
Hours	7:30am - 4:00pm, Monday - Friday (except county holidays)
Forms of Payment	Cash, Check, Money Order, Visa or Mas

All Services

County Department: DOT

Pay Parking Meter Ticket
There are several options to pay a parking meter ticket. You may either pay at a parking sales store located in Silver Spring or Bethesda, pay on-line or pay by phone at 240.453.0113. In addition, you may pay at the Treasury Division located at 255 Rockville Pike, Rockville MD

Find more information from the following link(s):
- Parking Ticket Information

r Service Representative, please call 311 (240.777.0311
tween 7:00 AM – 7:00 PM, Monday – Friday. If this is an

How can we consolidate information and forms so that only one authoritative information source needs to be maintained across all web presences?

Follow-up Items

- **DTS and PIO.** As part of planned website redesign, further centralize on MC311 on the County homepage for intake and knowledge base

- **PIO, Departments, and CountyStat**. Ensure consistency and reusability across knowledge base article and corresponding departmental web pages

- **DTS and CountyStat.** Examine the IT Review Process (MITIRPS) and the role of Siebel as a preferred enterprise solution

MC311’s Strategic Priority #5 is to enhance MC311’s web presence

Focus Area 3

COMMUNICATION AND COLLABORATION

MC311-related complaints received by CEX demonstrate importance of collaboration

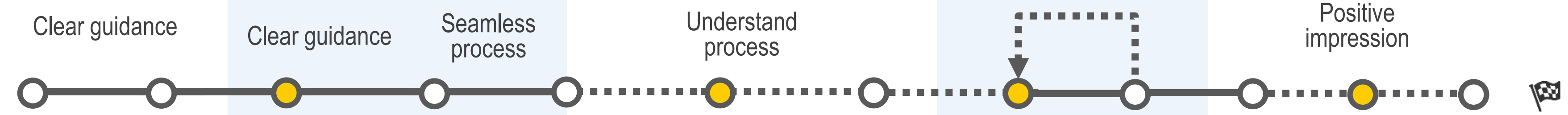
- **Examined 15 resident complaints provided by CEX (March – December 2014) for which causes and consequences could be determined. Council does not maintain a log.**
- **Not random sample or necessarily representative, but helps pinpoint potential issues.**

DISTRIBUTION (note: some examples fit into multiple categories—i.e. non-exclusive):

Call Center [6 – 40%]	**Unsatisfied with answer** (1 - general, 1 – technical understanding)
	SLA incorrectly communicated / confusion (1)
	Rude call operator (1)
	Technical: MC311 system down (1) **/ Unable to find address** (1)
Departments [9 – 60%]	**Not meeting SLA - No action** (6) / **Late action** (2)
	Closed without action (3)
	Rude staff (1)
	Fall through cracks between departmental geographic division (1)
Policy [6 – 40%]	**Unsatisfied with SLA** (2) / **Unsatisfied with wait time for call back** (1)
	Unsatisfied with need to be redirected to another number (1 – State / 1 - MCPS)
	Unsatisfied with not being able to reach department directly (2)

Analysis of complaints suggest that opportunities for improvement extend far beyond the call center. Note: numbers do not add up to 100% as many cases fit multiple categories.

Opportunities for Positive and Negative Experiences



DISCOVERY

☺
- Proactive marketing
- User friendly home page
- Multichannel
- Self-service
- Clear guidance

Find channels · Select channel

☹
- Poor search results
- Too many clicks
- Unclear instructions
- Unclear or wrong guidance
- Too many diff choices

INTAKE

☺
- Direct contact / no voicemail
- No wait time
- Knowledgeable staff
- Friendly services
- Clear guidance
- "One and done" or hot transfer
- Given clear timeline
- Promised short timeline
- User friendly online forms
- Seamless process

Make contact · Collect info + set exp. · Transmit + triage

☹
- Rude service
- Redirected to other number
- Can't talk to dep't directly
- Given long SLA
- Fear of falling through cracks
- Need to repeat information
- Voicemail or busy tone
- PDF vs. Web forms
- Need for "call back" from dep't
- Routed to wrong dep't
- Poor mgmt. of expectations
- Collect incomplete info

ASSIGNMENT

☺
- Real-time transmission
- No need for dep't follow-up
- Assigned direct to right staff
- Notified of next steps
- Understand process

Follow-up by dep't · Assign case

☹
- SRs not often checked
- Reliance on heroics
- Fall through the cracks
- Long delays in call back
- "Black box" / confusion
- Rerouted to another party

DELIVERY

☺
- Proactively provide updates
- Friendly, considerate staff
- Quick turnaround
- Convenient interactions

Engage resident · Deliver service

☹
- Fail to meet promises / SLA
- Slow or late response
- Time consuming
- Repeat interactions
- Negative externalities
- Do not provide desired service
- Rude service

CLOSE OUT

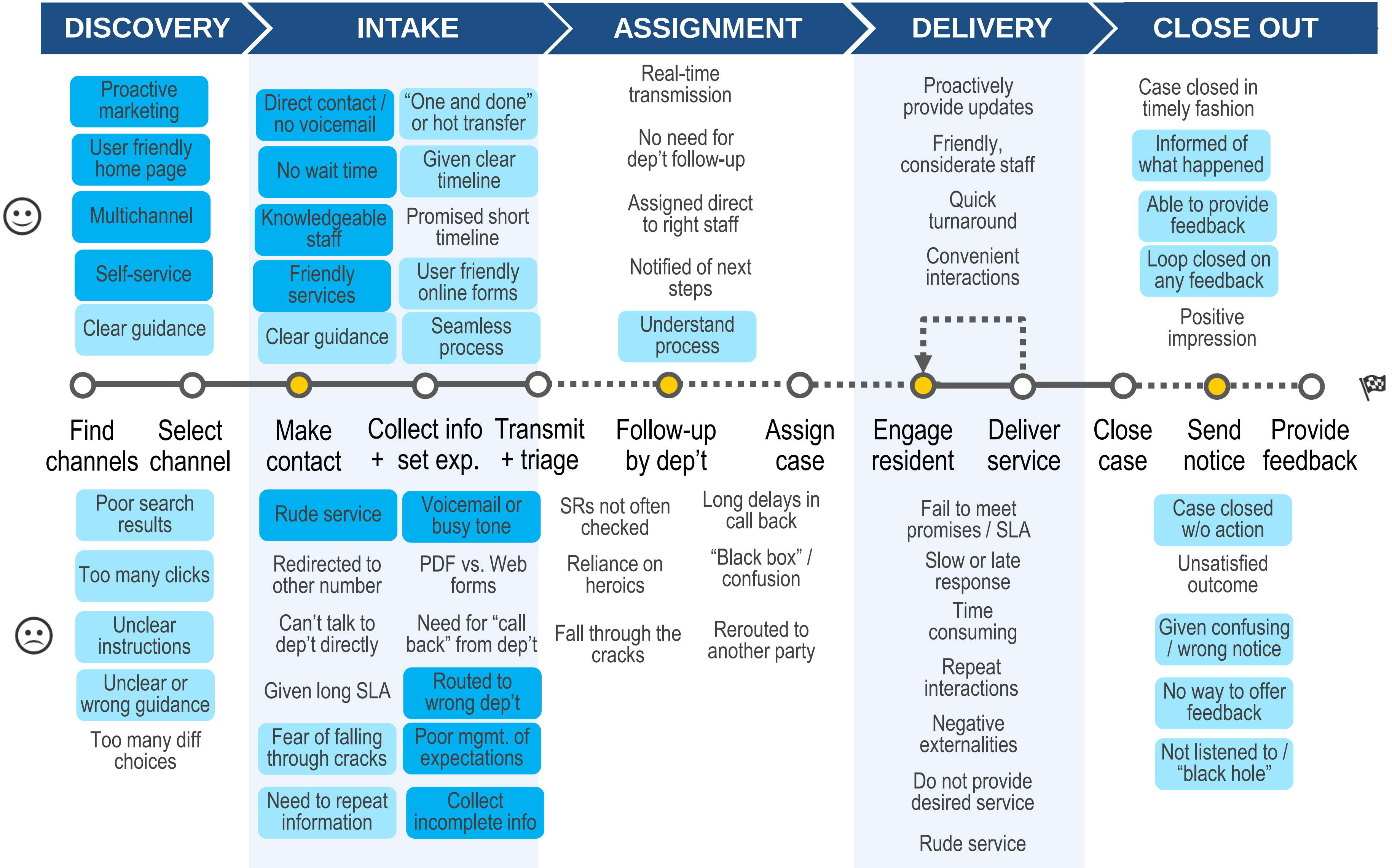
☺
- Case closed in timely fashion
- Informed of what happened
- Able to provide feedback
- Loop closed on any feedback
- Positive impression

Close case · Send notice · Provide feedback

☹
- Case closed w/o action
- Unsatisfied outcome
- Given confusing / wrong notice
- No way to offer feedback
- Not listened to / "black hole"

Customer Journey Map: enables organizations to pinpoint potential challenges and opportunities in their interaction with residents (used extensively by the public sector in the United Kingdom)

Factors controlled and influenced by PIO/MC311



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Make contact

Collect info + set exp.

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DIRECT CONTROL

PARTIAL CONTROL

The MC311 call center directly controls only a small subset of the factors that determine whether a resident has a positive or negative experience

Need for greater involvement and buy-in from County staff

- **MC311 is often perceived as a call center and "outsourced function" rather than an end-to-end customer relationship management system that requires participation and contributions from everyone**

- **This often results in a lack of "ownership" among staff, who too often have an inverted view of who serves whom—i.e. lack of recognition that MC311 exists to serve them and that it is important for them to collaborate and work with MC311 to ensure desired results**

- **Perception challenge: bad experiences create far more "noise" and are far more likely to rise to the attention of senior management—making it important to put individual complaints in the context of the overall volume of 2,500,000+ citizen requests to date**

Need for further confidence building and encouraging staff to proactively work with MC311 if they have concerns or see opportunities for improvement

Follow-up Items

- **MC311 with support from CountyStat.** Conduct another internal MC311 customer survey to get a sense of the pain points and develop an action plan.

- **MC311.** Restart webinars about how 311 works to help internal customers better understand MC311's processes ("what's in it for me?") and develop presentation on past success stories ("MC311 as a solution to your problem")—building on well-received "new user" and "refresher" Siebel courses.

- **MC311 in collaboration with departments.** Renewed push on external marketing and outreach, including by collaboratively creating specific service focused ads—to not only support departments, but also build internal trust and appreciation

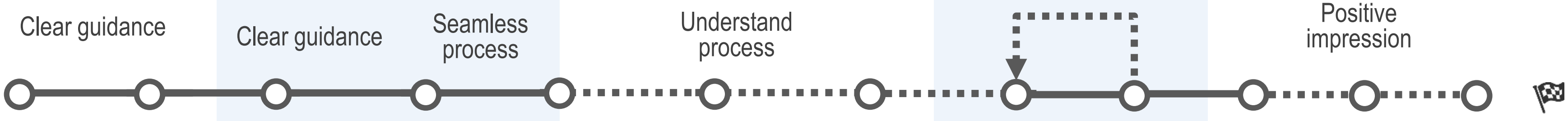
> “Successful delivery often lies not in the big decisions but in the everyday routine.”
>
> (M. Barber - Instruction to Deliver)

Next Steps—Short Update

PROCESS FOR CONTINUOUS IMPROVEMENT

Priority Focus Areas

RECOMMENDED PRIORITIES



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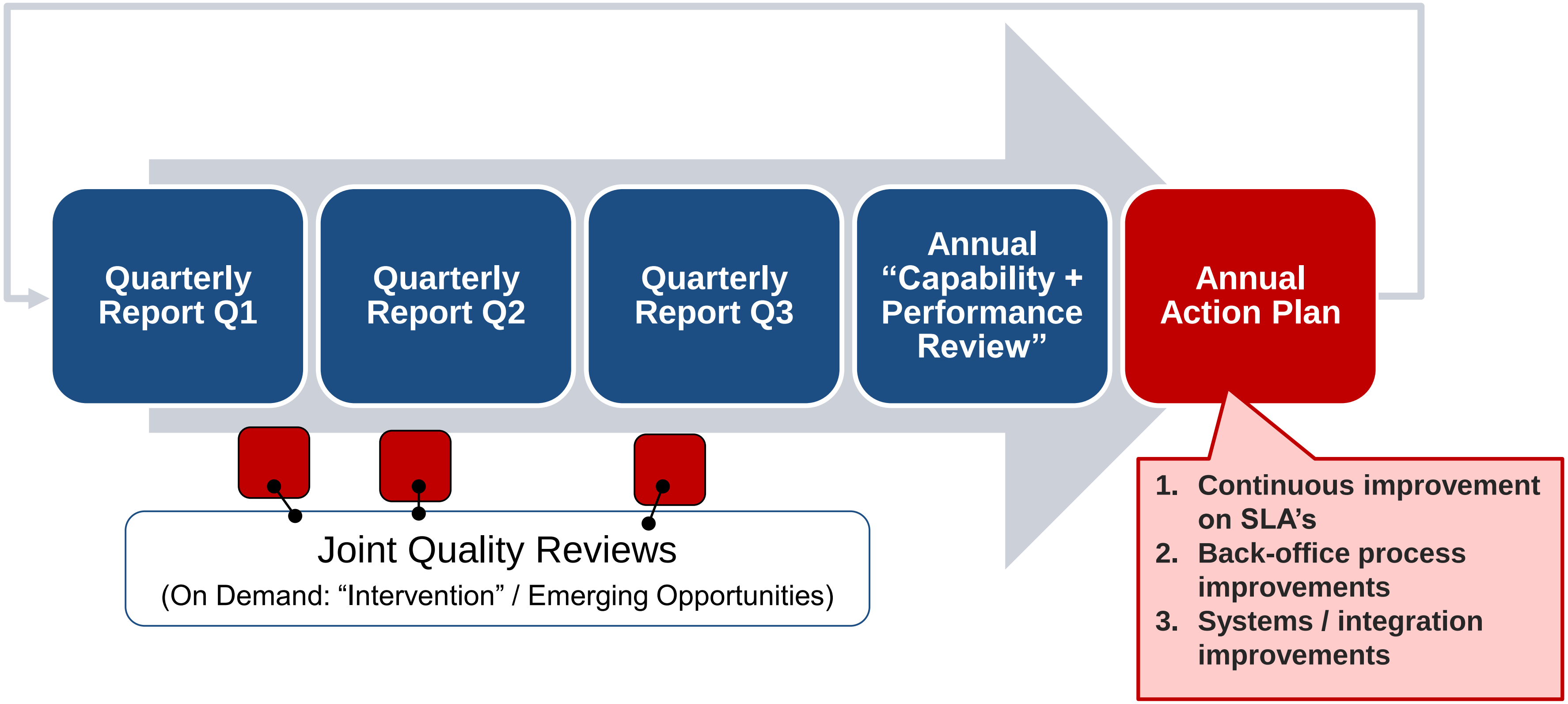
Example: MC311 moving away from generic auto-completion email

CountyStat analysis suggests that the highlighted factors are the biggest drivers of resident complaints—or present the most promising opportunity for improvement

Update on MC311-CountyStat Partnership for Improved Performance in Customer Service Excellence

New “Quarterly Performance Reports” appear to have helped drive significant improvement in SLA performance. Building on this, will work with priority departments to jointly develop a short annual “Action Plan” for tackling priority issues as well as a process for “Joint Quality Reviews.”



Quarterly Report Q1

Quarterly Report Q2

Quarterly Report Q3

Annual “Capability + Performance Review”

Annual Action Plan

1. **Continuous improvement on SLA’s**
2. **Back-office process improvements**
3. **Systems / integration improvements**

Joint Quality Reviews

(On Demand: “Intervention” / Emerging Opportunities)

MC311 Strategic Priority #1 for FY2015 is to further enhance central governance through structured collaboration with CountyStat.

Follow-Up Items

- ☐ **Department, MC311, and CountyStat.** Jointly develop focused Department Action Plans at end of fiscal year (same time as revisit SLA times) to address priority SLA issues, gaps in system and business process integration, etc.

- ☐ **CountyStat, C311, and CEX.** Revise and fully align quality assurance function, including by expanding systematic collection and analysis of complaints received by CEX—and develop methods for aggregating complaint data from all available sources so that they can be proactively learned from.

- ☐ **Department, MC311, and CountyStat.** Put in place a process for "Joint Quality Reviews"—to be organized with key back-office players and stakeholders—to reverse emerging negative trends and/or to jointly explore opportunities for improving customer experience.

Goal: putting in place the processes for systematically tackling remaining day-to-day operational challenges and opportunities